

2014

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Accountants**

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**CAUSEWAY COAST AND
GLENS GOOD RELATIONS
STRATEGY 2014-2017**

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1. Executive Summary

As a result of the major restructuring that local Government is undergoing through the Review of Public Administration, the existing Councils of Ballymoney, Coleraine, Limavady and Moyle will come together to form the new Causeway Coast & Glens Council area by April 2015.

These four Councils have a history of working in partnership to identify common issues on good relations and community cohesion, so that their work in respect of this can ensure value for money and attain greater impact on the ground.

In October 2013, in line with this progressive approach, they commissioned an audit of the existing Good Relations provision, needs and current or emerging issues to inform the new three year Strategic Action Plans, proposed for delivery between 2014 and 2017, subject to Council approval.

The overall objectives of the commission were to:

- Carry out a strategic overview of the new Council area - an examination of the demographics and changing environment;
- Undertake a comparative analysis of the priorities/needs and issues facing the existing Councils in relation to Good Relations/Community Cohesion;
- Establish/confirm strategic priorities/themes emerging for the new Council area that reflect identified needs and the policy context both locally and regionally; and
- Identify key outcomes and suitable methodologies/actions to address these through the development of a three year Strategy (including an Action Plan for the first two years), incorporating where appropriate, existing priority actions and effective models of delivery within the new Council context.

The work commenced in October 2013 and was completed in January 2014. Our approach to establish need during this period was twofold:

1. A comprehensive desk research analysis was undertaken to establish the existing policy landscape and identify opportunities for collaborative working and gaps in

existing provision. The findings of this research can be found in section six of this report.

2. An extensive, direct consultation and engagement process with the residents, community and voluntary representatives, private and public sector stakeholders, elected members and Council staff was undertaken across all four of the individual Council areas.

The consultation was designed to ensure that both the Strategy and the subsequent Action Plans were informed by as wide a range of voices as possible. In order to do this, a number of opportunities were created for both individuals and organisations to contribute in a way which was most convenient and relevant to them including:

- Public Consultations
- Open Consultation Days
- On Line Surveys
- Individual Consultations
- Hard Copy Surveys
- Facilitated Workshops

In total 747 Consultees engaged during the audit process. The cooperation of those who took the time to contribute was greatly appreciated and their input proved to be invaluable when the new three year Strategic Action Plans were being developed.

In addition to the audit findings, consideration of the existing and emerging policy landscape at both a local and regional level, helped shape the final strategic Good Relations Action Plans. It was imperative that both the audit findings, existing interventions and policy landscape (both local and regional) were considered together in order to give a full picture and enable the development of new relevant, innovative programmes.

When developing the Strategic Action Plans, we developed a five step Strategic Framework to ensure only the programmes which have the most sustainable impact were progressed.

The five steps of the Strategic Framework were:

Step 1: Relevance to OFMDFMs Together: Building a United Community (TBAUC).

The District Councils Good Relations Programme in all Council areas has to date been 75% funded by the Office of the First Minister and Deputy First Minister (OFMDFM). It is therefore essential that any new Local Council Good Relations Strategy is cognisant of this

Department's latest Good Relations Strategic Document - Together: Building a United Community (TBUAC) of which there are five themes:

- **Our Children and Young People** - to continue to improve attitudes amongst our young people and to build a community where they can play a full and active role in building Good Relations;
- **Our Shared Community** - to create a community where division does not restrict the life opportunities of individuals and where all areas are open and accessible to all;
- **Our Safe Community** - to create a community where everyone feels safe in moving around and where life choices are not inhibited by fears around safety;
- **Our Cultural Expression** - to create a community which promotes mutual respect and understanding, is strengthened by its diversity, and where cultural expression is celebrated and embraced; and
- **Supporting Programme Actions** - to develop support programmes, at both Council and Community level, to increase and improve leadership, capacity, organisation and capital building skills in order to support Good Relations.

When developing the new programmes within the Strategic Action Plans, a priority was to ensure easy identification with one or more of the five themes within TBAUC.

Step 2: Issue Identification

In developing each of the Action Plans it was essential that the 'HARD' issues, identified during the audit and consultation as being triggers that had the potential to heighten tensions, would be targeted throughout the programmes. This clarification was necessary if the relevant monitoring and evaluation was to be undertaken. The four leading factors identified in the Causeway Coast and Glens area were:

- Flags and Emblems;
- Language and Behaviour;
- Parades and Protests; and
- Cultural Out workings.

Step 3: Partnership Working

During the engagement stage of the commission, time and effort was allocated to identifying which organisations or constituent groups were the most relevant influencing agents within the area. In order to maximise the impact of each programme in the Strategic

Action Plans, it was important to identify key partners from within this group to work with on the development and implementation of the programme. The four key influencers identified in the Causeway Coast and Glens area were:

- Elected Representatives;
- Community Networks and Forums;
- Local Media; and
- Relevant Statutory Agencies.

Step 4: Targeting of Participants

Throughout the audit and consultation the need to target programmes at a named constituent group was a recurring theme. The consensus was that failing to specify a clear and transparent target participant group resulted in the attraction of generic participants which in turn diluted the impact of the programme. The constituent groups identified as the most appropriate in the Causeway Coast and Glens area were:

- Young Families;
- Pre Teens and Young Adults;
- Civic and Community Leaders (existing and emerging); and
- High Capacity Single Identity Groups.

Step 5: Strategic Linkage

Throughout the audit and consultation process the need for Good Relations to be mainstreamed into the fabric of programmes which addressed shared needs was highlighted. In order to make that aspiration a reality, throughout the development of the new programmes we needed to establish how they complemented and provided additionality to existing local strategies and programmes. The most relevant strategies in the Causeway Coast and Glen's area were identified as:

- OFMDFM –Together: Building a United Community;
- The Department of Justice- Community Safety Strategy;
- The Department of the Environment Community Planning Strategies;
- The Department of Social Development – Regeneration and Community Framework;
- Policing and Community Safety Partnerships Strategies in the Four Council areas;
- The Corporate plans of each of the existing four Councils;

- The Causeway Coast and Glens Community Development Framework; and
- Neighbourhood Renewal /Areas at Risk /geographically specific plans and strategies.

The strategic framework resulted in the development of five thematic programmes, which would commence in 2014 in each of the existing four Council areas, taking into consideration existing interventions and local sensitivities. These programmes would then continue through 2015, 2016 and 2017, building year on year the confidence, knowledge and skills of the participants to contribute to the development of a culture of respect, understanding and tolerance within the Causeway Coast and Glen's area.

The five strategic themed programmes developed as a result of the quantitative and qualitative researches undertaken are:

Programme 1: The Causeway Coast and Glens Promotion of Youth Good Relations Programme - This programme is designed to develop the Good Relations leadership capacity of pre teens and young adults to encourage them to play a full and active role in the building of a shared society in the Causeway Coast and Glens Council area.

The programme encourages partnership working between relevant community and statutory stakeholders to identify, engage, encourage and develop young emerging leaders within the Causeway Coast and Glens Council area. It intends to develop their understanding of the issues, barriers and solutions to building greater tolerance and understanding between communities from different cultural, religious or political traditions.

Programme one will be operationalised through the delivery of the following four projects:

- Project 1: Youth Cohesion Project ;
- Project 2: Good Relations Youth Capacity Project;
- Project 3: Youth Civic Leadership Project; and
- Project 4: Youth Leadership Project.

Programme 2: The Causeway Coast and Glens Promotion of a Shared Communities Programme - This programme is designed to *good relations proof*, existing resources, be they policies, partnerships or existing community facilities. It will work with the local media and community and statutory stakeholders to proactively promote and support the ongoing small steps, which are being undertaken within the area, to move towards a community where division does not restrict the life opportunities of individuals, and, where all areas within the Causeway Coast and Glens area are open and accessible to all.

The programme encourages partnership working between relevant community and statutory stakeholders and the local media to identify and promote achievable non-contentious changes to the fabric of society, to create the generosity of spirit that is required to develop new shared space through existing resource allocations. The programme aims to:

Engage with wider civic society to dispel existing myths and stereo types and promote the positive aspects of their culture or tradition; and

Re-image and rebrand individual culture and tradition heritage celebrations as integral contributors to a strategic celebration of culture and tradition within the council area.

This is a three year strategic programme designed to build on the preceding year's success in developing a positive expectation that the mainstreaming of Good Relations and the development of shared space within existing resource allocations is possible.

Programme two will be operationalised through the delivery of the following four projects:

- Project 1: Positive Media Project ;
- Project 2: Policy Development Project;
- Project 3: Mediation and Dialogue Project; and
- Project 4: Incredible Years Good Relations Project.

Programme 3: The Causeway Coast and Glens Promotion of Positive Cultural Citizenship Programme - This programme is designed to develop an understanding of the potential consequences, both for the individual and the wider community, of engaging in unsafe, anti community, anti social behaviour.

The programme will encourage partnership working between relevant community and statutory stakeholders to identify, engage, support and develop the capacity of community influencers to promote and contribute to the development of safer communities to:

Develop a greater understanding of the trigger issues, which can increase barriers to developing safer communities;

Promote positive mentoring; and

Consider how the existing celebrations and commemorations of culture, tradition and heritage could be delivered in a safer environment for both participants and wider society.

This is a three year strategic programme designed to build on the preceding year's success in reducing the dangers to both participants and wider society associated with the existing celebrations and commemorations of culture, tradition and heritage. This programme will help create a community where everyone feels safe in moving around and where life choices are not inhibited by fears around safety.

Programme three will be operationalised through the delivery of the following four projects:

- Project 1: Hands Off My Friend Project ;
- Project 2: Tension Monitoring Project;
- Project 3: Celebrating Diversity; and
- Project 3: Historical Diversity Project.

Programme 4: The Causeway Coast and Glens Celebration of Cultural Diversity

Programme: This programme is designed to develop respect and tolerance between and amongst high capacity single identity arts, cultural and sporting groups in the Causeway Coast and Glens area and wider civic society.

The programme encourages partnership working between relevant community and statutory stakeholders to create a community which promotes mutual respect, understanding and tolerance, is strengthened by its diversity, and where cultural expression is celebrated and identified within the Causeway Coast and Glens area to:

Develop the understanding of the issues, barriers and solutions to building greater tolerance and understanding between communities from different cultural, religious or political traditions;

Engage with wider civic society to dispel existing myths and stereotypes and promote the positive aspects of the culture and tradition of the participating groups; and

Re-image and rebrand the individual culture and tradition heritage celebrations as integral contributors to a strategic celebration of culture and tradition within the Causeway Coast and Glens area.

This is a three year strategic programme designed to build on the preceding year's success in developing a positive, respectful, inclusive and tolerant perspective towards the diversity of cultural traditions that exist within the Causeway Coast and Glens area.

Programme four will be operationalised through the delivery of the following three projects:

- Project 1: Cultural Capacity Project ;
- Project 2: Cultural Showcase Project; and
- Project 3: Celebrating Sporting Difference Project.

Programme 5: The Causeway Coast and Glens Promotion of Progressive Positive Dialogue and Action Learning Programme - This programme is designed to develop practical solutions to hard Good Relations issues through the creation of safe spaces for difficult conversations to be undertaken and the provision of developmental support and encouragement to organisations willing to engage in new activities, which increase their awareness, understanding and tolerance of other cultures and traditions within the Causeway Coast and Glens area. The programme encourages relevant Stakeholders to work together to show civic leadership in respect of the sensitive issues that will arise in April 2015 following the amalgamation of the four existing Councils. It aims to:

Develop a greater understanding of the other perspective in respect of flags, parades and the past;

Promote positive community and civic leadership;

Develop practical workable solutions to hard Good Relations issues; and

Support positive dialogue which will result in greater understanding, respect and tolerance of celebrations and commemorations of culture, tradition and heritage within the Causeway Coast and Glens area.

This is a three year strategic programme designed to build on the preceding year's success in developing support to increase and improve leadership, capacity and organisational and capital building skills, in order to support Good Relations in the Causeway Coast and Glens area.

Programme five will be operationalised through the delivery of the following four projects:

- Project 1: Positive Political Dialogue Project ;and
- Project 2: Positive Community and Statutory Dialogue Project;
- Project 3: Action Learning Projects(grants); and
- Project 3: Monitoring and Evaluation.

1.1 Executive Conclusions

In conclusion, the findings of the audit and consultation has established that the new Council model provides an opportunity for the civic and community leaders of the existing four Councils of Ballymoney, Coleraine, Limavady and Moyle to promote the new Causeway Coast and Glens area as a model of best practice in developing respect, understanding and tolerance of the cultural, historical and traditional diversity of the residents who will come together in 2015 to form the new Causeway Coast and Glens Council area.

In order to maximise this opportunity we would make the following recommendations for future Good Relations work in the Causeway Coast and Glens area:

- The collaborative approach adopted by the Councils of Ballymoney, Coleraine, Limavady and Moyle to the development of Good Relations Strategies and Action Plans is extended to include the implementation of the recommended programmes in the Causeway Coast and Glens area;
- The immediate design, development and implementation of an agreed Grants/Action Learning policy and associated documentation to ensure synergy across the four Councils during 2014/15 is undertaken. This should also include a standardisation and increase of the existing amounts paid in grants, to respond to the consultation feedback that existing amounts in Ballymoney and Moyle were ineffective;
- Robust monitoring and evaluation should be built into all programmes to establish the effectiveness of each of the proposed programmes;

- Existing Good Relations networks/advisory groups should meet on a Causeway Coast and Glens basis quarterly, in advance of RPA, to strengthen links with and between all four Council areas in order to prepare for the upcoming transition specifically in respect of Good Relations;
- Good Relations should become an integral part of all aspects of the work of the four Councils, with particular consideration being given to the opportunity that the necessary development of new Council policies required to facilitate RPA presents;
- The funding committed to Good Relations by both OFMDFM and the four Councils should be protected to take account of the issues specific to the new Causeway Coast and Glens Council model;
- Formal structured engagement should be undertaken by all funding streams managed and administered within the Council model to avoid displacement or duplication and promote partnership working to ensure additionality and complementarity between strategies and plans for which the Council has responsibility;
- The Councils should continue to work in partnership with community networks/forums and other statutory agencies on Good Relations initiatives. This will help to further develop relationships with community networks and forums and statutory agencies in the Causeway Coast and Glens area;
- The four Councils should ensure the promotion of their ongoing commitment to supporting and delivering the programmes which explore the 'hard issues';
- The four Councils, whilst still supporting single identity work where needed and required, should prioritise and promote shared programmes designed to address communal needs and provide increased value for money in the current public sector restricted spending environment; and
- The four Councils should adopt a positive, proactive approach to the promotion of the Causeway Coast and Glens as an area which is strengthened by its diversity and where cultural expression is celebrated and embraced.

2. Project Background

As a result of the major restructuring that local Government is undergoing through the Review of Public Administration, the existing Councils of Ballymoney, Coleraine, Limavady and Moyle are to come together to form the new Causeway Coast & Glens Council area by April 2015. These four Councils have to date been pro-active in seeking to identify common issues on Good Relations and Community Cohesion to ensure their work in this area achieves value for money and maximum impact on the ground. In 2010, the four Councils indicated their willingness to work together in a collaborative and integrated fashion and produced a scoping study that identified common issues and needs, alongside a number of potential areas for greater collaboration. The second phase of that work involved an audit and consultation process to produce an over-arching Strategy for the Causeway Coast and Glens area and four separate detailed Action Plans for each Council for the period 2011 – 2014.

In order to continue with this collaborative approach and to ensure the promotion of Good Relations in the geographical area covered by the cluster, Coleraine Council, on behalf of all four Councils, appointed a service provider with appropriate expertise to develop a Good Relations Strategy and Action Plan (2014-2017). This would span the final year of the existing Council structures and provide an interim Strategy and Action Plan for the first two years of the new Causeway Coast & Glens Council. The overall objectives of the commission were to:

- Carry out a strategic overview of the new Council area - an examination of the demographics and changing environment;
- Undertake a comparative analysis of the priorities/needs and issues facing the existing Councils in relation to Good Relations/Community Cohesion;
- Establish/confirm strategic priorities/themes emerging for the new Council area that reflect both identified needs and the policy context both locally and regionally; and

Identify key outcomes and suitable methodologies/actions to address these through the development of a three year Strategy, incorporating where appropriate, existing priority actions and effective models of delivery within the new Council context.

The work commenced in October 2013 and was completed by January 2014.

3. Methodology

The four main outcomes of the body of work were agreed as:

- The completion of a strategic overview of the new Council area – an examination of the demographics and changing environment;
- The completion of a comparative analysis of the priorities/needs and issues facing the four existing Councils of Coleraine, Limavady, Ballymoney and Moyle in relation to Good Relations/Community Cohesion;
- A Strategic Plan detailing strategic priorities/themes emerging for the new Council area that reflect both identified needs and the policy context both locally and regionally; and
- The identification of key outcomes and suitable methodologies/actions to address these through the development of a three year Strategy (including an Action Plan for first two years), incorporating where appropriate, existing priority actions and effective models of delivery within the new Council context.

In order to ensure that the anticipated outcomes identified by the project promoters were met, the six overarching SMART outputs detailed below were identified and agreed as the most suitable framework through which to structure and develop the new Causeway Coast and Glens Good Relations Strategy and subsequent Action Plans (2014-2017).

Output 1: To complete a social economic profile of the Causeway Coast and Glens Council area, to the satisfaction of the programme promoters by 31/01/2014.

This output was undertaken and achieved through the analysis of statistical data from a range of reputable sources. The details of the analysis are outlined in section five of the report.

Output 2: A comprehensive needs assessment for Good Relations intervention, including a robust research process which will have been informed by both desk based research as well as a substantial direct consultation and engagement process with the general public, community & voluntary sector, private and public sector stakeholders, Councillors and Council staff across the existing four Council areas and representatives from all Section 75 categories, to have been completed to the satisfaction of the programme promoters by 31/01/2014.

Our approach to establish need was twofold. Firstly, a comprehensive desk research analysis was undertaken to establish the existing policy landscape and identify opportunities for collaborative working and gaps in existing provision. The findings of this research can be found in section four of this report.

Secondly, an extensive direct consultation and engagement process with the residents, community & voluntary representatives, private and public sector stakeholders, elected members and Council staff was undertaken across all four of the individual Council areas. The consultation was designed to ensure that both the Strategy and the subsequent Action Plans were informed by as wide a range of voices as possible. In order to do this, a number of opportunities were created for both individuals and organisations to contribute in a way which was most convenient and relevant to them.

The cooperation of the officers in the four participating Councils has been key to the identification and subsequent engagement with the necessary range of section 75 groups required to inform the final Strategic Document and associated Good Relation Action Plans. Their local knowledge, both formal and informal, has been invaluable in ensuring that the final document is relevant and targets individuals and constituent groups who will provide a range of representative opinions and positions from within their Council area.

In addition to the specific insight provided by the four Council Good Relation officers there were a number of key stakeholders from the organisations listed below whose contribution we sought. Detailed lists are provided in **Appendix 1, 2, 3 & 4**.

- Residents
- Council Officials
- PSNI Officers
- Engaged Community Organisations
- Sporting Clubs
- Cultural Organisations
- Schools
- Youth Facilities
- Political Parties
- Ex Combatants
- Social Economies
- Private Businesses
- Local Media
- DSD/DARD Officials
- NEELB/WELB

In addition to the engagement with community, voluntary, statutory, political and business stakeholders directly, we will also placed a notice in all of the local papers and on the Council web pages advising people of the consultation and engagement process and providing details of how to get involved.

The nature of the engagement within each of the four Councils differed slightly to take account of the capacity, availability and geographical spread of relevant stakeholders. However, the overarching framework in each Council was the same.

3.1.1 Council Consultation Days

An opportunity for elected members and Council staff to contribute to the consultation was arranged for the following dates:

- Ballymoney on the 12th November 2013 from 9am-5pm;
- Coleraine on the 18th November 2013 from 9am-5pm;
- Moyle on the 7th November 2013 from 9am-5pm; and
- Limavady on the 19th November 2013 from 9am-5pm.

3.1.2 Public Consultations

During the planning for the series of 11 open consultation workshops, consideration was given to geographical spread as well as work and family commitments to insure maximum opportunity for participation. The details of the workshops were as follows:

Ballymoney Council area

- 10.00am–11.30am on Wednesday 20th November 2013 in Rasharkin Community Centre; and
- 7.00pm-8.30pm on Wednesday 20th November 2013 in Riada House, Ballymoney.

Coleraine Council area

- 10.00am-11.30am on Thursday 21st November 2013 in Hampsy Hall Gadda, Garvagh;
- 2.00pm-3.30pm on Thursday 21st November 2013 in Portrush Town Hall; and
- 7.00pm-8.30pm on Thursday 21st November 2013 in Coleraine Town Hall.

Moyle Council area

- 10.00am-11.30am on Friday 22nd November 2013 in the Old School House, Mill Street Cushendall;
- 2.00pm-3.30pm on Friday 22nd November 2013 in Moyle District Council ,Ballycastle; and
- 4.30pm-6.00pm on Friday 22nd November 2013 in the Mill Rest Hostel, Bushmills.

Limavady Council area

- 10.00am-11.30am on Tuesday 26th November 2013 in Glenshane House, Dungiven;
- 2.00pm-3.30pm on Tuesday 26th November 2013 in Roe Valley Community House; and
- 7.00pm-8.30pm on Tuesday 26th November 2013 in Limavady Council Offices.

3.1.3 Online Survey

Four surveys were created and posted online to allow for engagement of those who, for whatever reason, were unable to contribute through any other formats. Each survey related to one of the four Council areas and contained ten identical questions designed to test the Good Relations level of respondents within each area. The questions asked for detail relating to:

- The political, religious and cultural background of the person completing the survey;
- The contributors relationship with the Council area;
- The contributors perception of Good Relations in their Council area;
- The contributors analysis of how the Council is perceived in terms of cultural and religious affiliations;
- The contributors perception of the levels of sectarianism and racism in their Council area in comparison to other Council areas;
- How effective they believe the Council to be as a corporate body in their promotion of Good Relations;
- How effective they believe the elected members to be as a corporate body in their promotion of Good Relations;
- The contributors perception of the promotion of the Council owned amenities as shared spaces;
- The contributors opinion on which bodies /organisations have the potential to most influence Good Relations in their area;
- The issues which the contributors believe have the potential to most heighten tensions in their area; and
- The contributors views on the types of Good Relations programmes they wish to see delivered in the next Action Plans.

3.1.4 Individual Consultations

Using the contacts provided by the four Good Relations officers we initiated engagement with as many of the identified stakeholders as possible to establish:

- their nominated representative; their preferred method of engagement; and
- the most convenient time for them to feed into the consultation.

We then conducted follow up interviews with the relevant person(s) identified. The advantage of this type of engagement was that it allowed for responses to be explored in more detail.

3.1.5 Group Interviews

In some instances particular sectors were most comfortable responding through group consultations; this was particularly popular with groups involved in the promotion of culture.

In order to encourage higher levels of participation in the consultation a number of measures were adopted:

- Emails outlining the various means of engaging with the consultation were issued to the extensive contact lists held in each of the Council databases;
- Each of the four Councils featured the consultations on their individual websites;
- Individual links were sent to all individuals/organisations who had taken part in the stakeholder engagement, asking them to distribute among their network of peers;
- A blanket email was issued to all Council databases raising awareness of the survey and requesting engagement; and
- Articles were placed in each of the local papers.

Output 3: A comparative analysis, examining how the Strategy complements and adds value to existing and emerging relevant policies, to be completed to the satisfaction of the programme promoters by 31/01/14.

A comprehensive analysis examining how the Strategy complements and adds value to existing and emerging relevant policies can be found in section four of the report.

Output 4: An Action Plan for the new Causeway Coast and Glens Council structure for the period 2015-2017, that both reflects the priorities and agreed outcomes of the Strategy and audit, to be completed to the satisfaction of the programme promoters by 31/01/2014.

A Two Year Interim Action Plan for the new Causeway Coast and Glens Council area can be found in section eleven of the report.

Output 5: A budget for each Action Plan, including programme delivery and administration costs, for each Council area in the 2014-15 periods, to be completed to the satisfaction of the programme promoters by 31/01/2014

A Two Year Interim Action Plan for the new Causeway Coast and Glens Council area can be found in section twelve of the report.

Output 6: A presentation of a proposed Strategy to each of the 4 existing Councils for approval to have occurred to the satisfaction of the programme promoters by 31/01/2014.

A presentation of the proposed Strategy was provided to each of the existing four Councils.

4. Strategic Context

As the Good Relations Programme in all Council areas has to date been 75% funded by the Office of the First Minister and Deputy First Minister (OFMDFM), it is essential that any new Local Council Good Relations Strategy is cognisant of this department's latest Good Relations Strategic Document - Together: Building A United Community (TBUAC) of which there are five themes:

- **Our Children and Young People** - to continue to improve attitudes amongst our young people and to build a community where they can play a full and active role in building Good Relations;
- **Our Shared Community** - to create a community where division does not restrict the life opportunities of individuals and where all areas are open and accessible to all;
- **Our Safe Community** - to create a community where everyone feels safe in moving around and where life choices are not inhibited by fears around safety;
- **Our Cultural Expression** - to create a community which promotes mutual respect and understanding, is strengthened by its diversity, and where cultural expression is celebrated and embraced; and
- **Supporting Programme Actions** - to develop support programmes, at both Council and community level, to increase and improve leadership, capacity and organisation and capital building skills in order to support Good Relations.

Although TBAUC provides the most relevant regional policy when developing this Strategy, there are a number of other regional and local policies which must also be taken into consideration if the Councils are to avoid duplication or displacement of existing resources. In order to maximise the impact of the new Strategy it is essential that any proposed interventions complement or provide additionality to existing relevant interventions.

4.1 Regional Strategic Linkage

There were four regional plans that we considered to be particularly relevant to the development of this new Strategy.

The Programme for Government 2011-2015: On 12 March 2012, the First Minister and deputy First Minister published the Programme for Government 2011-2015. The Programme for Government identifies the five actions the Executive will take to deliver its number one priority – a vibrant economy which can transform our society while dealing with the deprivation and poverty which has affected some of our communities for generations. The most relevant of the priorities to this work are:

- **Priority 3:** Protecting our people, the environment and creating safer communities;
- **Priority 4:** Building a stronger and shared community; and
- **Priority 5:** Delivering high quality and efficient public services.

The Department of Justice Community Safety Strategy for NI 2012-2017: ‘Building Safer, Shared and Confident Communities’ sets the direction for reducing crime, anti-social behaviour and fear of crime in Northern Ireland. As an Executive-wide response, this Strategy seeks to bring together government departments in addressing the wider issues linked to crime and anti-social behaviour. The overall aim of the Community Safety Strategy is to help build:

- Safer communities, with lower levels of crime and anti-social behaviour;
- Shared communities, where each person’s rights are respected in a shared and cohesive community; and
- Confident communities, where people feel safe and have confidence in the agencies that serve them.

The Department of the Environment Community Planning Foundation Programme 2013: The Community Planning Foundation Programme has been developed as part of the preparations for the reform of local government. It is intended to help Statutory Transition Committees, the new Councils and their community planning partners to prepare for community planning in advance of the introduction of the statutory Community Planning Duty in April 2015. Community planning is a process led by Councils, in conjunction with partners and communities, to develop and implement a shared vision for their area; a long term vision which relates to all aspects of community life and which also involves working together to plan and deliver better services which make a real difference to people's lives.

The Department for Social Development's Urban Regeneration and Community Development Policy (URCD) Framework (July 2013): The Department for Social Development's Urban Regeneration and Community Development Policy (URCD) Framework (July 2013) sets out the strategic direction for the delivery of urban regeneration and community development policies and programmes in Northern Ireland both before and after the Reform of Local Government. The policy is structured around four policy objectives which aim to address the underlying problems of urban areas and maximise the impact of community development and four supporting actions which will help develop a more conducive policy and financial environment to support the policy objectives.

4.2 Local Strategic Linkage

There were thirteen local strategies or plans that we considered to be particularly relevant to the development of this new Strategy.

Causeway Coast and Glens Good Relations Audit and Strategy 2011-2014: This audit and Strategy was the predecessor to this work and concentrated on a vision for Good Relations in the Causeway Coast and Glens area as '*A place where all people feel welcome, can live, work, shop, socialise, where they choose and in a context of fairness, equality, rights, responsibilities and respect*'. The themes of the Strategy can be summarised into four main aims. These were then interpreted by each of the four Councils based on the specific needs in each of their areas identified through the audit:

- Aim 1- Leading for a Shared Society;
- Aim 2 - Engaging People in Good Relations;
- Aim 3 - Building and Promoting the use of Shared and Consensual Spaces; and
- Aim 4 - Delivering, Communicating and Evaluating an Effective Programme.

North East Peace III Partnership Phase 2 Action Plan (2011-2014): The overall objective of the PEACE III Programme was to reinforce progress towards a peaceful and stable society and to promote reconciliation in Northern Ireland and the Border Region. The North East (NE) PEACE III plan outlined how the Council areas of Ballymena, Ballymoney, Coleraine, Larne, Limavady and Moyle aimed to address reconciliation and how they intended to contribute to lasting peace in their cluster area.

The plan detailed how the cluster would work towards building positive relations at local level which is the focus of Priority 1.1 of the Programme. The plan outlined how the North East PEACE III Partnership would address Priority 1.1, the aim of which is “to challenge attitudes towards sectarianism and racism and to support conflict resolution and mediation at the local community level”.

The plan was initially due to end in 2013 but additional resources have been secured to extend the identified best practices contained within the plan until 2014. It is anticipated Peace IV will be launched in 2015.

Causeway Coast and Glens Community Support Plans with associated local Action Plans for Ballymoney Borough Council, Coleraine Borough Council, Limavady Borough Council and Moyle District Council: All District Councils have developed Community Support Plans which establish the existing pattern of community provision in the Council area from Council and other statutory and non-statutory sources. The overall purpose of these Community Support Action Plans is to stimulate and enable community and voluntary groups to express local need, develop collective action and provide community leadership to improve the quality of life for local people. The associated Action Plans have been/will be extended to cover the period up to 31 March 2014.

Policing and Community Safety Partnership Action Plans (2013-2015) for Ballymoney Borough Council, Coleraine Borough Council, Limavady Borough Council and Moyle District Council: The overall purpose of the Policing and Community Safety Partnerships in each of the four Council areas is to help make the voice of local people heard in relation to community safety issues and to empower communities to develop solutions that tackle crime, the fear of crime and anti- Social behaviour in the local Council areas through the enhancement of personal, professional and protective policing. The Action Plans also aim to build confidence between communities and the statutory agencies which serve them through the promotion of partnership working.

Ballymoney Borough Council Corporate Plan (2008-2011): Ballymoney Borough Council’s Corporate Plan 2008 – 2011 vision is to be ‘forward looking and innovative’. Its mission statement is “to serve all our people and improve their quality of life” and it is supported by three corporate objectives: To provide civic leadership; To supply services that people want; To be a well run Council with respect to the key issues affecting the Borough. It also mentions “lobbying government to support development of knowledge economy jobs locally”.

Coleraine Borough Council Corporate Plan (2009-2011): This outlines a programme of action for service delivery over the period of the Plan and confirms the Council's commitment to leading the organisation towards the implementation of the Review of Public Administration. There are six strategic priorities identified within the plan:

- Promoting Community Participation;
- Building Prosperity;
- Supporting Health and Leisure;
- Providing Civic Leadership;
- Protecting the Environment ;and
- Planning for the Future.

Limavady Borough Council Corporate Plan (2011-2015): Limavady Borough Council's Corporate Plan 2011 – 2015 vision is to create a “place where people are proud to LIVE, WORK and VISIT”, with the accompanying mission statement to “provide leadership, deliver quality services and promotes the area for everyone. There are four core themes underpinning Limavady Borough Council's Corporate Plan:

- Leadership;
- Economic Development and Prosperity;
- Quality of Life;
- People and Communication;
- Partnership Working;
- Equality;
- Good Relations;
- Sustainability; and
- Innovation.

Moyle District Council Corporate Plan 2012-2015: The Moyle District Council mission statement outlines a commitment to promoting and demonstrating equality and good relations. The Council's corporate plan provides the detail as to how it will achieve its mission. The plan is built around four themes:

- Representing the People of Moyle;
- Pride in the Area;
- Building Stronger Communities; and
- Working Well as a Council.

Coleraine Neighbourhood Partnership Action Plan 2011-2015: Neighbourhood Renewal has been highlighted by Government as a long-term programme based approach to tackle deprivation and close the quality of life gap within the 10% most deprived wards in Northern Ireland.

The Department for Social Development (DSD) has overall responsibility for implementing the Neighbourhood Renewal Strategy across Northern Ireland. As of July 2009, Coleraine Borough Council became the lead delivery agent for Neighbourhood Renewal within the Coleraine area. The structure of Coleraine Neighbourhood Renewal Partnership is:

- **A Partnership Board** – comprising representatives from the Department of Education, the Department of Health, Social Services and Public Safety, the Department for Employment and Learning, the Northern Ireland Housing Executive, the Police Service of Northern Ireland and community/voluntary representatives from the two Working Groups.
- **Two Working Groups** - Millburn/Ballysally Working Group includes representatives from local groups i.e. Focus on Family, Building Ballysally Together and Ballysally Youth & Com Centre. Churchlands Working Group includes representatives from Killowen and Churchlands Community Association, West-Bann Development Centre and Killowen Community Association.

The current Action Plan which runs from 2011-2015 was most recently updated in November 2012. The revised plan focuses on:

- Health;
- Young People and Families;
- Economic Development; and
- Community Capacity

Limavady Neighbourhood Partnership Action Plan 2013-2014: Neighbourhood Renewal aims to reduce the social and economic inequalities which characterise the most deprived areas of Limavady. Through the Neighbourhood Renewal Programme it does so by making a long term commitment to communities to work in partnership with them to identify and prioritise needs and co-ordinate interventions designed to address the underlying causes of poverty. Neighbourhood Renewal Partnerships were established with representatives of local community interests together with appropriate government departments, public sector agencies, private sector interest and local elected representatives.

Limavady Neighbourhood Partnership is an inter-sectoral partnership of public, private and community/voluntary interests, formally established in February 2006 to work with DSD's North West Development Office on the delivery of the Department's Neighbourhood Renewal Strategy over a 7-10 year planning and implementation timeframe. It also took the lead in managing the Neighbourhood Renewal process in the Limavady Neighbourhood Renewal (NR) areas and to implement the Limavady NR Action Plan.

Through the Neighbourhood Renewal Programme, Limavady Neighbourhood Partnership will deliver against the following Strategic Themes within the Limavady Neighbourhood Renewal Action Plan:

- Community Development and Support;
- Safe Living Environment;
- Health & Well-Being;
- Families, Children & Young People;
- Education Employment and Enterprise; and
- Anti-Social Behaviour and Crime.

Coleraine Borough Council - Killowen & The Heights Survey Results 2013: Killowen and The Heights estate were selected to be included in the Northern Ireland Housing Executive Shared Community Programme. This is a three year programme aimed at supporting and encouraging shared communities across Northern Ireland and its central purpose is to develop 'Shared Housing Communities' where people choose to live with others regardless of their religion, race or political belief, in a neighbourhood that is safe and welcoming to all and threatening to no-one. In 2013 the Housing Executive's Research Unit carried out a survey to give residents the opportunity to comment on the area they live in and how they felt it could be improved. A random sample of 170 properties was selected to receive the survey questionnaire.

Consultation on protestant participation in the Good Relations Programme within Limavady Council 2013: In November/December 2013 Limavady Borough Council undertook a consultation on Protestant, Unionist, and Loyalist (PUL) participation in Good Relations Programmes within the Limavady Borough Council area. The focus of the consultation was to provide an indication of the knowledge and participation from the PUL communities in Good Relations Programmes or work.

Study into the Economic and Social Contribution of Cultural and Heritage Activities in Public Spaces in Coleraine, Portrush and Portstewart 2013: Cultural and heritage events and activities are seen as an important part of cultural life throughout Northern Ireland and contribute to building confident and cohesive communities. This report explored the possibility of developing the existing perception of single identity cultural and heritage events and activities as positive expressions of culture which could contribute to building a more shared, cohesive, confident and inclusive community.

4.3 Strategic Context Conclusion

As established earlier in the report TBAUC is the most relevant regional policy to the development of this Strategy, however, the additional seventeen regional and local policies detailed in this section were also taken into consideration to avoid duplication or displacement of existing resources.

In order to maximise the impact of the new Strategy it is essential that any proposed interventions complement or provide additionality to existing relevant interventions.

Each of the five strategic programmes detailed in the Action Plans have been developed to ensure linkage to one or more of the regional or local strategies to ensure synergies with the wider policy landscape.

5. Social and Economic Overview

5.1 Households

On Census day 27 March 2011 the usually resident population of the Causeway Coast and Glens area was 140,877 accounting for 7.77% of the NI total. This represents an increase of 6.61% since the 2001 Census.

The table below shows how the household structure of the usually resident population on Census Day has changed between 2001 and 2011.

Age Bands	2001		2011		% increase
	Usual Residents	%	Usual Residents	%	
0-15	31,013	23.57	28,756	20.41	-3.16%
16-39	45,421	34.52	44,366	31.49	-3.03%
40-64	38,052	28.92	46,058	32.69	+3.77
65-84	15,366	11.68	19,254	13.67	+1.99
85 plus	1,712	1.30	2,443	1.73	+2.16
Total	131,564	100	140,877	100	n/a

Fig 5.1 Age structure of population (usually resident) in the Causeway Coast and Glens area

Census data in relation to Age Profile	CC&G data	NI data	Variation
0-15	20.41%	20.95%	On trend
16-39	31.49%	32.79%	1.3% below the NI Average
40-64	32.69%	31.70%	On trend
65-84	13.67%	12.83%	On trend
85 plus	1.73%	1.73%	On trend

Fig 5.1.2 Age profile of the population (usually resident) in the Causeway Coast and Glens area

5.2 Demographics

The majority of the population 32.69% which resides in the Causeway Coast and Glens area falls within the category of 40-64 years. 20.41% of the population consists of 0-15 Years and 15.4% of the population is over the age of 65. The Causeway Coast and Glens area consists of 49.46% Male and 50.54% Female. The average medium age of the population is recorded as 38.

Census data in relation to Demographics	CC&G data	NI data	Variation
Aged under 15 years	20.41%	20.95%	On trend
Aged 65 and over	15.40%	14.56%	On trend
Male Population	49.46%	49%	On trend
Female Population	50.54%	51%	On trend
Average Medium Age	38	37	On trend

Fig 5.2 Demographics in the Causeway Coast and Glens area

5.3 Ethnicity, Identity, Language and Religion:

The community background of the Causeway Coast and Glens population is made up of 40.21% Catholic, 54.79% Protestant and Other Christian, 0.64% Other Religions and 4.35% None. This represents a slight increase in the Catholic community background by 0.81%, a decrease in the Protestant and Other Christian community background by 3.32%; a slight increase in Other Religions by 0.38% and an increase in those with no community background of 2.16%.

Since the 2001 Census, there has been a reduction in the number of wards from eleven to six with over 90% of residents coming from a single community background across the new Council area.

5.3.2 National Identity

The majority, 54.31%, of the Causeway Coast and Glens population identified themselves as British; 31.29% as Northern Irish and 21.45% as Irish.

5.3.4 Ethnicity

On Census Day the resident population of the Causeway Coast and Glens area was a majority White ethnic group with 98.96%; 1.09% were from an ethnic minority population. The largest minority ethnic groups in the Causeway Coast and Glens are: Chinese 0.24% (339); Mixed 356 (0.25%); Indian 0.15% (225) and Other Asian 0.15% (213).

5.3.5 Language Aged 3+ years The majority of the resident population aged 3+ years in the Causeway Coast and Glens area speak English as a first language, 98.09%, with only 1.90% of people not speaking English as a first language. 17.69% of people had some knowledge of Ulster Scots and 8.80% had some knowledge of Irish.

Census data in relation to Ethnicity, Identity, Language and Religion	CC&G data	NI data	Variation
Ethnic Minority Population	1%	1.72%	On trend
Brought up in the Catholic Religion	40.21%	45.14%	4.93% below the NI Average
Brought up in a 'Protestant and Other Christian (including Christian related)' Religion	54.79%	48.36%	6.43% above the NI Average
British National Identity	54.31%	48.41%	5.9% above the NI Average
Irish National Identity	21.45%	28.35%	6.9% below the NI Average
N. Irish Identity	31.29%	29.44%	1.85% above the NI Average
Knowledge of Irish	8.80%	10.65%	1.85% below the NI Average
Knowledge of Ulster Scots	17.69%	8.08%	9.61% above the NI Average
English was not a First Language	1.90%	3.14%	1.24% below the NI Average

5.4 Health

On Census day 27 March 2011 in the Causeway Coast and Glens area 80.02% of usual residents described their health as good or very good, 20.17% of people had a long-term health problem or disability that limited their day-to-day activities and 10.73% of people stated that they provided unpaid care to family, friends, neighbours or others.

Census data in relation to Health	CC&G data	NI data	Variation
Long-Term Health Problem or Disability	20.17%	20.69%	On trend
General Health was either Good or Very Good	80.02%	79.51%	On trend
Provided Unpaid Care	10.73	11.82%	On trend

Fig 5.4 Health in the Causeway Coast and Glens area

5.5 Housing

On Census day 27th March 2011, in the Causeway Coast and Glens Local Government District (2014), 67.50% of residents were owner occupiers.

Census data in relation to Housing	CC&G data	NI data	Variation
Owner Occupied	67.50%	66.90%	On trend
Owned Outright	35.87%	32.11%	3.76% above the NI Average
Rented	29.15%	29.99%	On trend
Lone Parent Households with Dependent Children	7.85%	9.13%	1.28% below the NI Average
Did not have Access to a Car or Van.	19.33%	22.70%	3.37% below the NI Average

Fig 5.5 Housing in the Causeway Coast and Glens area

5.6 Qualifications

On census day 27 March 2011, considering the population aged 16 years and over, 21.33% of those who resided in the Causeway Coast and Glens Council area had a degree or higher qualification and 42.93% had No or Low (Level1-4) O Level/CSE/GCSE (any grades) or equivalent qualifications.

Census data in relation to Qualifications	CC&G data	NI data	Variation
Had a Degree or Higher Qualification	21.33%	23.65%	2.32% below the NI Average
Had No or Low (Level 1*) Qualifications.	42.93%	40.63%	2.3% above the NI Average

Fig 5.6 Qualifications in the Causeway Coast and Glens area

5.7 Economic Activity

In the Causeway Coast and Glens area 63.64% of residents aged 16-74 are economically active. Of this, 31.39% are employed full-time; 12.55% are employed part time and 10.66% are self-employed. 54.61% are in paid employment. 36.35% are economically inactive; 5.59% are unemployed; 2.56% are long-term unemployed; 13.88% are retired and 15.87% carry out voluntary work.

Census data in relation to Economic Activity	CC&G data	NI data	Variation
Economically Active	63.64%	66.22%	2.58% below the NI Average
Economically Inactive	36.36%	33.78%	2.58% above the NI Average
In Paid Employment	54.62%	57.61%	2.99% below the NI Average
Unemployed	5.59%	4.96%	On trend
Of those Declaring as Unemployed were Long-Term Unemployed	45.85%	44.98%	On trend

5.8 NI Multiple Deprivation Measures (2010)

Extent deprivation across the four Council areas varies considerably with Limavady, Moyle and Coleraine in the top ten most deprived LGDs ranking 7th, 9th and 10th respectively. Ballymoney ranks as the second least deprived LGD at 25th. In relation to the percentage of total population income deprived, each of the Council areas which make up the Causeway Coast and Glens area are ranked within the top 12 LGDs: Limavady 5th, Moyle 6th, Ballymoney 11th and Coleraine 12th.

A number of wards within the Causeway Coast and Glens area fall within the worst 20% of most deprived wards in Northern Ireland by domain. Proximity to services is the highest domain with twenty-two wards; eight in Moyle, seven in Ballymoney, four in Limavady and three in Coleraine. The next highest domain is Crime and Disorder with fifteen wards; seven in Coleraine, four in Limavady and four in Moyle. The third highest domain relates to Income with fourteen wards: five in Moyle, four in Limavady, four in Coleraine, and one in Ballymoney. This is followed by twelve wards in relation to Living Environment, eleven wards for Employment, nine wards for Education, Skills and Training and six wards in relation to Health and Disability. Additionally, seven wards in both Coleraine and Moyle are ranked within the 10% most deprived wards in Northern Ireland across a number of domains; five wards in Limavady and one ward in Ballymoney.

Coleraine contains the highest number of wards across each of the NIMD domains which rank in the worst 20% of most deprived wards in Northern Ireland. Eleven different wards appear a total of thirty-one times across the NIMD Domains with Central and Churchlands the most deprived wards in the new Causeway Coast and Glens Council area. In Moyle, thirteen different wards appear a total of twenty-five times. In Limavady, nine different wards appear a total of twenty times. In Ballymoney, nine different wards appear a total of twelve times.

Three super output areas across the new Causeway Coast and Glens area are ranked in the top 100 most deprived; Greystone (40) in Limavady, Ballysally1 (64) in Coleraine and Coolessan (65) in Limavady. The new Council area also contains three of the twenty most deprived rural areas; Dungiven (189) in Limavady, Armoy and Moss-side and Moyarget (198) in Moyle, and Ballylough and Bushmills (215) in Moyle.

Deprivation	Ballymoney	Coleraine	Limavady	Moyle
Extent Score % (Rank of Extent – 1 is most deprived))	2 (25)	12 (10)	16 (7)	12 (9)
Income Deprived Scale (Rank)	7,162 (23)	13,550 (12)	9,522 (19)	4,682 (26)
Percentage of Total Population Income Deprived (Rank)	24 (11)	24 (12)	28 (5)	28 (6)
Employment Deprived Scale (Rank)	2,303 (24)	3,974 (13)	3,158 (20)	1,353 (26)
Percentage of Working Age Population Employment Deprived (Rank)	13 (10)	12 (14)	15 (4)	14 (6)

Government District (LGD) Summary Measures 2010 (Rank 1 is most deprived)

NI Multiple Deprivation Domain	Causeway Coast & Glens data
Income	14
Employment	11
Health and Disability	6
Education, Skills and Training	9
Proximity to Services	22
Living Environment	12
Crime and Disorder	15
Total wards	89

5.9 Crime

There were 7,432 recorded crime offences in the Causeway Coast and Glens area in 2011. The majority of these took place in Coleraine with 49.28% (3663) and the lowest recorded crime was in Moyle with 9.55% (710). Violence against the person 31.98% (2,377) and Criminal Damage 24.85% (1,847) were the two highest classes of crimes recorded in the Causeway Coast and Glens area. Offences recorded with a sectarian, homophobic or racist motivation were low across each of the Council areas and equated to 1.81% (135) of all recorded crime in the new Council area. Again, the majority of these types of offences were recorded in Coleraine. Across the Causeway Coast and Glens area there were 5,124 recorded Anti-Social Behavior Incidents and 817 recorded Domestic Abuse motivated incidents.

Census data in relation to Crime Breakdown	CC&G Data
Recorded Crime Offences	7,432
Violence Against the Person	2,377
Violence Against the Person With Injury	1,161
Violence Against the Person Without Injury	1,216
Offences Recorded with a Sectarian Motivation	101
Offences Recorded with a Homophobic Motivation	13
Offences Recorded with a Racist Motivation	21
Criminal Damage	1,847
Robbery	30
Burglary	694
Offences Against Vehicles	233
Sexual Offences	174
Drug Offences	323
Fraud Offences	193
Other Misc Offences	303
Anti-Social Behaviour Incidents	5,124
Domestic Abuse Motivation	817

5.10 Access to a car or van

19.32% (10,384) of people in the Causeway Coast and Glens area have no access to a car or van.

Census data in relation to vehicle ownership	CC&G data
No access to a car or van	19.32

5.11 Fuel Poverty

Fuel poverty is an issue across the Causeway Coast and Glens area with 45.30% (3230) of the population of Moyle, 39.90% (4610) of the population of Limavady, 35.20% (4000) of the population of Ballymoney and 30.70% (7580) of the population of Coleraine in fuel poverty.

Census data in relation to Fuel Poverty	Ballymoney	Coleraine	Limavady	Moyle
%of population poverty	35.20%	30.70%	39.90%	45.30%

5.12 Social and Economic Overview Conclusion

The data used to provide the social and economic overview is as was recorded on Census day (27th March 2011). A breakdown is provided for each Council area against each of these indicators in Appendix 1, 2, 3, and 4.

For the purposes of comparison, we benchmarked the Causeway Coast and Glens data against the NI average data set and noted the variation when the difference was less than 1%.

In most instances the Causeway Coast and Glens model did not show significant deviation from the regional model. However some of the larger deviations were in respect of Ethnicity, Identity, Language and Religion.

This deviation is a significant factor in respect of the Good Relations capacity in the New Council model as for both civic and wider society this will be their first experience living and working in a more balanced demographic Council model. It is therefore essential that the Good Relations Action Plan is cognisant of this change.

6. Audit Findings

In total, the views of **747** individuals or organisations contributed to the audit. The data for analysis was collected using a variety of methods to maximise engagement. The six different styles of engagement undertaken during the course of the audit were:

- Online Survey;
- Hard Copy Questionnaire;
- Community Consultation
- Council Consultation;
- Individual Interviews; and
- Focus Groups.

All of the engagement undertaken primarily used the same eleven questions to establish the following:

- The community background of the contributor;
- The contributors connection to the Council area;
- Their perception of the political and cultural image of their Council area;
- The contributors perception of the levels of sectarianism and racism in their Council in comparison to other Council areas;
- The contributors perception of how good the Council as a corporate body was at promoting Good Relations;
- The contributors perception of how good their Councils elected members were at promoting Good Relations;
- The contributors perception of how well Council owned facilities are promoted as shared space;
- The contributors perception of whose actions had the potential to most influence Good Relations in their Council area;
- The contributors perception of which issues had the potential to most heighten tensions in their Council area;
- The contributors preference in respect of the delivery style of the 2014-17 Action Plan; and
- The contributors preference in respect of the content of the 2014-17 Action Plan.

6.1 Community Background

In order to fully understand the views expressed during the consultation period it is necessary to identify the Community Background of the contributors. This analysis, as detailed in **fig 6.1.1** below, allows us to contextualise the data provided in later responses.

As the engagement progressed, great care was taken to attempt to replicate the demographic makeup of each of the four existing Council areas as recorded in the 2011 census.

	Ballymoney	Coleraine	Limavady	Moyle	Causeway Coast and Glens
PUL	104	178	70	43	395
CNR	50	80	98	81	309
Other	4	9	4	2	19
Not Provided	6	12	4	2	24
Totals	164	279	176	128	747

Fig 6.1.1 - A numerical breakdown of the Community Background of those who contributed to the audit

In the Causeway Coast and Glens area:

- The majority of the responses, **54%**, came from representatives or organisations and individuals who identified most strongly with the Protestant/Unionist/Loyalist tradition and culture;
- **41%** of the respondents identified most strongly with the **Catholic/Nationalist/Republican** tradition and culture;
- **2%** of the respondents identified most strongly with **other community backgrounds**; and
- **3%** of the respondents chose not to complete this question.

6.2 The Contributor's Connection to the Area.

In order to further understand the views expressed during the consultation period it is necessary to identify the contributors' relationship to the Council area they are commenting about. This analysis, as detailed in the **fig 6.2.1** below, allows us to contextualise the data provided in later responses.

	Ballymoney	Coleraine	Limavady	Moyle	Causeway Coast and Glens
Elected Rep	7	10	8	8	33
Council Employee	17	36	34	9	96
Business Owner	11	28	19	10	68
Employed within the Council area	31	45	26	23	125
Resident	69	125	62	46	302
Service Provider	28	30	25	31	114
Not Provided	1	5	2	1	9
Totals	164	279	176	128	747

Fig 6.2.1 - Connection of the contributors to each of the Councils and the Causeway Coast and Glens area

In the Causeway Coast and Glens area:

- **Elected Representatives** made up **4%** of the contributors to the audit;
- **Council Employees** made up **13%** of the contributors to the audit;
- **Business Owners** made up **9%** of the contributors to the audit;
- **Non Council Employees** made up **17%** of the contributors to the audit;
- **Residents** made up **41%** of the contributors to the audit;
- **Service Providers** made up **15%** of the contributors to the audit; and
- **1%** of contributors chose not to answer this question.

6.3 Political and Cultural Perception of the Area

This section allows us to identify how the contributors perceive the political and cultural identity of their Council to be.

	Ballymoney	Coleraine	Limavady	Moyle	Causeway Coast and Glens
PUL	134	122	4	0	260
CNR	1	2	70	65	138
Neutral	22	89	64	29	204
Shared	5	61	32	33	131
Not Provided	2	5	6	1	14
Totals	164	279	176	128	747

Fig 6.3.1 - Political and cultural perception of the four Councils and the Causeway Coast and Glens area

In the Causeway Coast and Glens area:

- **35%** of the respondents believed that people outside of the area would describe the Council area to identify most strongly with the **Protestant/Unionists/Loyalist** community;
- **18%** of the respondents believed that people outside of the area would describe the Council area to identify most strongly with the **Catholic/Nationalist/Republican** community;
- **27%** of those who responded believed that people outside of the area would describe the Council area to be **neutral** in its political and cultural affiliations;
- **18%** of those who responded believed that people outside of the area would describe the Council area to be **shared** in its political and cultural affiliations; and
- **2%** of respondents failed to answer this question.

6.4 Levels of Sectarianism and Racism

This section explores the levels of sectarianism and racism in each of the Council areas as perceived by the contributors to our audit. This analysis, as detailed in the **fig 6.4.1** below, allows us to contextualise the data provided in later responses.

	Ballymoney	Coleraine	Limavady	Moyle	Causeway Coast and Glens
Very High	1	12	1	2	16
High	1	57	2	1	61
Average	1	140	23	0	164
Low	40	58	41	37	176
Very Low	119	9	108	87	323
Not returned	2	3	1	1	7
Totals	164	279	176	128	747

Fig 6.4.1 Perception of the levels of sectarianism and racism in the Causeway Coast and Glens area

In the Causeway Coast and Glens area:

- **2%** of the respondents believed that the levels of racism and sectarianism were **very high** in comparison with other Council areas;
- **7%** of the respondents believed that the levels of racism and sectarianism were **high** in comparison with other Council areas;
- **23%** of those who responded believed that that the levels of racism and sectarianism were **average** in comparison with other Council areas;
- **23%** of those who responded believed that the levels of racism or sectarianism were low in comparison with other Council areas;
- **44%** of those who responded believed that the levels of racism or sectarianism were **very low** in comparison with other Council areas; and
- **1%** of respondents failed to answer this question.

6.5. The Council's Promotion of Good Relations

In order to fully understand the views expressed during the consultation period it is necessary to identify the contributors Perception of the promotion of Good Relations by the four councils.

	Ballymoney	Coleraine	Limavady	Moyle	Causeway Coast and Glens
Very Good	13	23	70	25	131
Good	107	84	72	63	326
Average	36	124	31	34	225
Poor	6	32	0	5	43
Very Poor	0	11	0	0	11
Not Returned	2	5	3	1	11
Totals	164	279	176	128	747

Fig 6.5.1 - The promotion of Good Relations by the Councils in the Causeway Coast and Glens area

In the Causeway Coast and Glens area:

- **18%** of the respondents stated that the promotion of Good Relations by the corporate Council was **very good** in comparison with other Council areas;
- **44%** of the respondents stated that the promotion of Good Relations by the corporate Council was **good** in comparison with other Council areas;
- **31%** of the respondents stated that the promotion of Good Relations by the corporate Council was **average** in comparison with other Council areas;
- **6%** of the respondents stated that the promotion of Good Relations by the corporate Council was **poor** in comparison with other Council areas;
- **0%** of the respondents stated that the promotion of Good Relations by the corporate Council was **very poor** in comparison with other Council areas; and
- **1%** of respondents failed to answer this question.

6.6 Elected Members Promotion of Good Relations

This question is designed to establish the level of the contribution played by the Elected Members in each of the areas in relation to the promotion of Good Relations.

	Ballymoney	Coleraine	Limavady	Moyle	Causeway Coast and Glens
Very Good	2	2	3	2	9
Good	2	24	2	1	29
Average	31	109	51	29	220
Poor	70	77	88	43	278
Very Poor	58	61	31	52	202
Not returned	1	6	1	1	9
Totals	164	279	176	128	747

Fig 6.6.1: The promotion of Good Relations by Elected Members in the Causeway Coast and Glens area

In the Causeway Coast and Glens area:

- **2%** of the respondents stated that the promotion of Good Relations by the Elected Members was **very good** in comparison with other Council areas;
- **4%** of the respondents stated that the promotion of Good Relations by the Elected Members was **good** in comparison with other Council areas,
- **33%** of the respondents stated that the promotion of Good Relations by the Elected Members was **average** in comparison with other Council areas;
- **30%** of the respondents stated that the promotion of Good Relations by the Elected Members was **poor** in comparison with other Council areas;
- **30%** of the respondents stated that the promotion of Good Relations by the Elected Members was **very poor** in comparison with other Council areas; and
- **1% of respondents failed to answer this question**

6.7. The Promotion of Council Owned Premises as Shared Space

Fig 6.7.1 provides the details of the perception of the contributors in respect of the promotion of the council owned facilities as a shared space.

	Ballymoney	Coleraine	Limavady	Moyle	Causeway Coast and Glens
Yes promoted	121	180	127	102	530
No – not promoted	42	95	46	24	207
Not returned	1	4	3	2	10
Totals	164	279	176	128	747

Fig 6.7.1: The promotion of Council owned facilities as a shared space in the Causeway Coast and Glens area

In the Causeway Coast and Glens area:

- **71%** of the respondents stated that the Council owned facilities in the area **were** promoted as a shared space;
- **28%** of the respondents stated that the Council owned facilities in the area **were not promoted** as a shared space; and
- **1%** of respondents failed to answer this question.

6.8. Potential to Most Influence Good Relations

This question is designed to identify which groups, by word, deed or action, can influence Good Relations in a given area. This analysis, as detailed in **fig 6.8.1** allows us to contextualise the data which will inform the identification of target groups when developing the new Action Plan.

1=most influence 7=least influence	Ballymoney	Coleraine	Limavady	Moyle	Causeway Coast and Glens
Elected Members	1	1	1	1	1
Council Officers	7	6	7	7	7
Other Statutory or Voluntary	4	5	4	4	4
Community Groups	2	2	2	2	2
Local Media	6	3	3	3	3
Churches	3	7	6	6	6
PSNI	5	4	5	5	5

- **25%** of the respondents stated that the actions, words or deeds of **Elected Members** had the potential to influence Good Relations in their area;
- **4%** of the respondents stated that the actions, words or deeds of **Council Officers** had the potential to influence Good Relations in their area;
- **14%** of the respondents stated that the actions, words or deeds of **Other Statutory Agencies** had the potential to influence Good Relations in their area;
- **21%** of the respondents stated that the actions, words or deeds of **Community Organisations** had the potential to influence Good Relations in their area;
- **18%** of the respondents stated that the actions, words or deeds of the **Local Media** had the potential to influence Good Relations in their area;
- **7%** of the respondents stated that the actions, words or deeds of the **Churches** had the potential to influence Good Relations in their area; and
- **11%** of the respondents stated that the actions, words or deeds of the **PSNI** had the potential to influence Good Relations in their area.

6.9. Issues with the Potential to Most Heighten Tensions

In order to fully engage stakeholders in any Good Relations Programme, it is necessary to establish which triggers heighten community tensions the most. This analysis, as detailed in the **fig 6.9.1** below, allows us to contextualise the data and inform the content of the new Action Plan(s).

1= most influence 8=least influence	Ballymoney	Coleraine	Limavady	Moyle	Causeway Coast and Glens
Flags and Emblems	1	1	1	3	1
Behaviour or Language of Local Stakeholders	3	4	2	1	2
Parades and Protests about Parades	2	2	8	2	3
Cultural Intolerance	6	6	3	7	4
Hate Crime	4	5	7	5	6
Behaviour or Language of Regional Stakeholders	7	8	6	4	8
Paramilitary Activity	5	3	4	8	5
Media Reports	8	7	5	6	7

:

- **22%** of the respondents stated that **flags and emblems** had the potential to heighten tensions in their area;
- **19%** of the respondents stated that the **behaviour and language of local stakeholders** had the potential to heighten tensions in their area;
- **17%** of the respondents stated that **parades and protests about parades** had the potential to heighten tensions in their area;
- **11%** of the respondents stated that **hate crime** had the potential to heighten tensions in their area;
- **14%** of the respondents stated that **cultural intolerance** had the potential to heighten tensions in their area;
- **6%** of the respondents stated that **the behaviour and language of regional stakeholders** had the potential to heighten tensions in their area;
- **3%** of the respondents stated that **paramilitaries** had the potential to heighten tensions in their area; and
- **8%** of the respondents stated that **media reports** had the potential to heighten tensions in their area.

6.10. Delivery Methods of the 2014-17 Action Plans

In order to maximise the impact of the new Good Relations Programmes, it is necessary to establish which the most appealing delivery method is. This analysis, as detailed in **fig 6.10.1** below, allows us to contextualise the data to influence the most effective delivery method during the implementation stage of the Good Relations Action Plan(s).

	Ballymoney	Coleraine	Limavady	Moyle	Causeway Coast and Glens
Training	10	17	7	9	43
Education	17	29	18	10	74
Active Learning	48	62	76	41	227
Mixed Approach	85	161	74	67	387
No Return	4	10	1	1	16
Total	164	279	176	128	747

Fig 6.10.1 - Delivery methods of the 2014-17 Action Plans

In the Causeway Coast and Glens area:

- **6%** of the respondents favoured **training** as the most effective delivery method;
- **10%** of the respondents favoured **education** as the most effective delivery method;
- **30%** of the respondents favoured **action learning** as the most effective delivery method;
- **52%** of the respondents favoured **a mixed approach** as the most effective delivery method; and
- **2%** of respondents failed to answer this question.

6.11. The Preferred Delivery Focus of the 2014-17 Action Plans

In order to maximise the impact of the 2014-2017 Action Plans, it is necessary to gain an understanding into the type of programmes that the relevant constituent groups would be interested in. This analysis, as detailed in the **fig 6.11.1** below, allows us to contextualise the data provided in relation to the preference of those who took part in the audit.

	Ballymoney	Coleraine	Limavady	Moyle	Causeway Coast and Glens
Single Identity Only	38	40	29	6	113
Cross Community Only	32	67	34	40	173
Mixed Approach	90	162	111	81	444
No return	4	10	2	1	17
Totals	164	279	176	128	747

Fig 6.11.1 - The preferred delivery focus of the 2014-17 Action Plans

In the Causeway Coast and Glens area:

- **15%** of the respondents favoured **single identity only delivery**;
- **23%** of the respondents favoured **cross community only delivery**;
- **60%** of the respondents favoured a **mixture of both single identity and cross community** delivery; and
- **2%** of respondents failed to answer this question.

7. Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

The strength of a SWOT analysis lies in the organisation of information both positive and negative, identification of possible roadblocks and the highlighting of potential opportunities. The use of The SWOT analysis allows for focused consideration of each of the four elements included in the acronym which in turn informs the strategies:

- **Strengths:** The strengths identified are the positive elements of the Strategy which are within the control of the four Councils and can therefore be protected and enhanced
- **Weaknesses:** The weaknesses identified are the factors which have the potential to detract from the impact of the Strategy but because they lie within the influence of the four Councils remain manageable
- **Opportunities:** The opportunities identified are external factors which, although outside of the direct control of the four Councils, still have the potential to maximise the impact of any Good Relations Strategy and Action Plan
- **Threats:** The threats identified are external factors which, although outside of the direct control of the four Councils, still have the potential to jeopardise the impact of any Good Relations Strategy and Action Plan if not mitigated against

7.1: Strengths

- Both OFMDFM and the four Councils remain committed to continuing to fund the development of Good Relations
- All four Council areas have established, experienced Good Relations Officers in post
- All four Council areas have a history of promoting collaborative working partnerships in relation to the development of Good Relations
- Each of the Council areas has benefited both individually and collectively from additional Good Relations funding from European and philanthropic sources
- Each of the four individual Councils currently support strategic forums dedicated to the development of Good Relations

- The key influencers of Good Relations as identified in each of the Council areas (local elected reps, community organisations, local media, other statutory agencies) are all existing engaged stakeholders

7.2: Weaknesses

- The existing policies and procedures in relation to the support, development and promotion of Good Relations vary between the four individual Councils.
- The support, development and promotion of Good Relations in each of the four Council areas have yet to be mainstreamed throughout core Council activities.
- OFMDFM will only commit to funding a maximum of 75% of the total programme costs and as a result there remains a requirement for a financial commitment of 25% from the Council(s) own resources.
- Funding commitment from OFMDFM has traditionally not been provided at the commencement of the programme which, if continued, will result in a delay in the implementation of the action plans unless the Council(s) are prepared to operate on an at risk basis.

7.3: Opportunities

- The new Council area will present an opportunity to share existing best practice.
- The size, demographic and rural/urban split of the new Council model will lend itself to increased eligibility in relation to future funding opportunities.
- The development of strategic cross Council programmes will represent increased value for money.
- New Council structures necessitate change; therefore the opportunity exists to ensure the change has a positive legacy.
- The commencement of the new Strategy will coincide with the development and subsequent implementation or outworking of the Hass/O'Sullivan document.

The five key themes identified by OFMDFM in their new TBAUC Strategy will provide a framework to align the valuable outputs of the programmes with Good Relations indicators, measure their outcomes and justify the continuation of this work as an effective delivery

mechanism. A synergy exists between the leading factors (flags and emblems, language and behaviour of civic and community leaders, parades and protests about parades and other out workings of culture) that were identified in each of the Council areas as potential sources of heightened tensions, and the issues which OFMDFM wish to tackle through their TBAUC Strategy.

7.4: Threats

- Public mistrust, apathy and cynicism in relation to the introduction of any new Good Relations associated programme.
- Elections and significant commemoration events are prevalent throughout the life cycle of the Strategy.
- The existence of negative mentoring, particularly prevalent in areas of high disengagement and low capacity.
- OFMDFM have changed their strategic direction in relation to this funding stream and only District Council Plans which follow their vision will be eligible for financial support

7.5 SWOT Conclusion

The strengths and opportunities of the Causeway Coast and Glens in respect of Good Relations appear to outnumber the weaknesses and threats identified which is a positive outcome in respect of the potential impact of the new Strategy.

8. Summary of Audit Findings

The purpose of the audit and consultation was to inform the Action Plans to ensure maximum impact in relation to the development of Good Relations in the Causeway Coast and Glens area. The following section summarises the findings of the work in relation to:

- Key influencers;
- Key issues;
- Target participants;
- Key regional Strategies; and
- Key local Strategies.

8.1 Key influencers are individuals, sectors or organisations who have the ability through their words, actions or deeds to influence attitudes and perceptions to Good Relations either in a positive or negative manner.

The findings of the audit identified four consistent key influencers who hold this responsibility in the Causeway Coast and Glens area:

- Elected Members;
- Community Organisations;
- Local Media; and
- Statutory Agencies

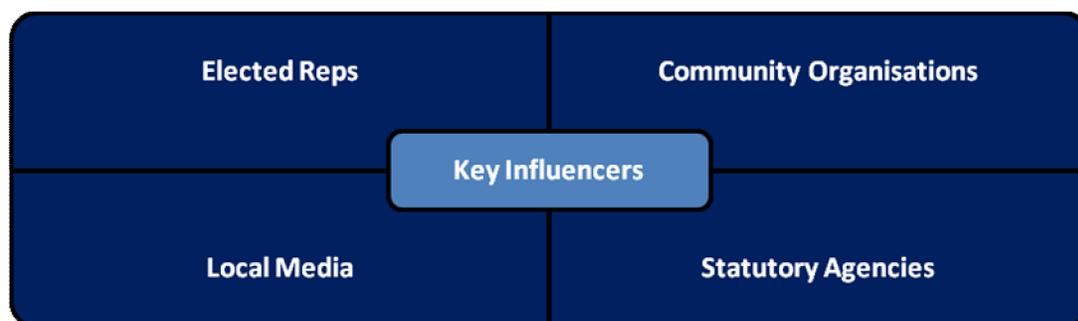


Fig 8.1.1: Key Influencers

The positive aspects of this audit outcome are that all four sectors identified are engaged stakeholders. This provides an opportunity to harness the existing commitment as a positive force for change in the new Strategy and corresponding Action Plan.

8.2. Key Issues are triggers which have a disproportionate effect on the behaviour of both political and wider civic society. They are often external factors outside of the existing four Councils immediate sphere of influence.

The findings of the audit identified the four most powerful issues in respect of Good Relations in the Causeway Coast and Glens area to be:

- Flags and Emblems;
- Language and Behaviour;
- Parades and Protests about Parades; and
- Culture and its Out workings

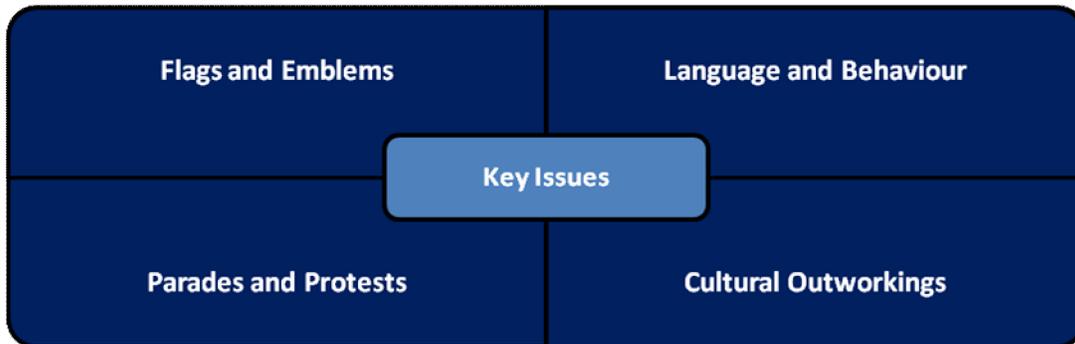


Fig 8.2.1: Key Issues

The positive aspects of this audit outcome is that a synergy exists between the leading factors, which were identified in each of the Council areas as potential sources of heightened tensions, and the issues which OFMDFM wish to tackle through their TBAUC Strategy.

8.3. Key Target Constituent Groups

During the consultation process individuals and organisations provided insight into the constituent groups who would benefit most from this new Good Relations Programme. In most cases it was constituent groups who it was felt had the most potential to influence **others**. The findings of the audit identified the most effective group to target in respect of Good Relations in the Causeway Coast and Glens area to be:

- Young Parents;
- Pre Teens;
- Civic and Community Leaders; and
- High Capacity single identity groups.



Fig 8.3.1: Target Participants

Although not scientific, there appeared to be a consensus that there was a need to reach out to less traditional participants and to find new ways of developing Good Relations through shared needs.

8.4. Key Regional Strategies

The findings of the audit consultation are very important but they only form one of the building blocks when developing the new Good Relations Strategy. In order to ensure maximum impact they must also be compatible with the regional policy landscape. The policies which have most relevance to the development of this new Good Relations Policy are:

- OFMDFM - Together Building A United Community
- The Department of Justice - Community Safety Strategy for NI
- The Department of the Environment - Community Planning Foundation Programme
- The Department of Social Development - Regeneration and Community Framework

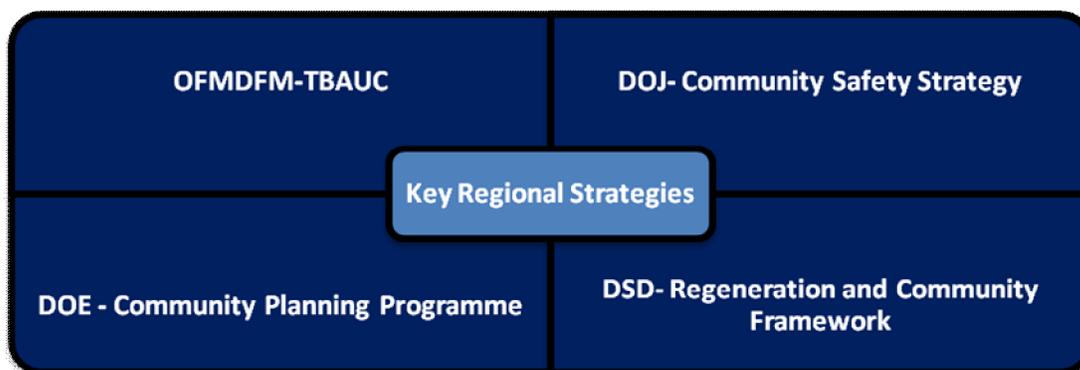


Fig 8.5.1 – Key Regional Strategies

8.5 Key Local Strategies

In addition to the findings of the audit consultation and the importance of synergy with the regional policy landscape, it is also important that the new Good Relations Strategy complements and adds value to existing and emerging local policy frameworks. The proactive work undertaken by all four Councils to work in partnership when developing new policies, prior to it becoming compulsory, has resulted in each of the four Councils key local strategies adopting a similar approach. The local policies which have most relevance to the development of this new Good Relations Policy are:

- Policing and Community Safety Partnership Action Plans;
- Council Corporate Plans;
- The Causeway Coast and Community Development Framework- Community Support Plans; and
- Neighbourhood Renewal and Area at Risk Action Plans.



Fig 8.6.1 – Key local Strategies

8.6 Conclusion

The information highlighted in each of these five areas provided the foundations of the five strategic programmes identified in the action plans. They provide the key information in respect of:

Key influencers/Partners - who are the people, who can help, support this element of the programme?

Key Issues - what are the issues that cause most division within the community?

Target Participants - Who are the people who would benefit most from the developmental support?

Linkage with existing regional or local strategies or plans - How can the programme be delivered to maximise impact and provide value for money?

Only by identifying each of these contributory factors could we develop programmes which meet the Good Relation needs of the Causeway Coast and Glens area.

9. Strategic Framework

The Strategic Framework provides the skeleton around which all the programmes within the Strategic Action Plans must be based. It provides the core ethos of the Action Plans and clearly outlines the objective of the four Councils in collaboratively working together, both now when they are separate entities, and in the future when they form the new Causeway Coast and Glens Council area.

In order to develop new relevant innovative programmes it was necessary to consider all the information gathered during the audit and consultation along with the local and regional policy landscapes. When developing the Strategic Action Plans we developed a five step Strategic Framework to ensure only the programmes which have the most sustainable impact were progressed. The five steps of the Strategic Framework used to ensure that this model was achieved were:

Step 1: Relevance to OFMDFMs Together Building a United Community (TBAUC)

As stated earlier in the report, The District Councils Good Relations Programme in all Council areas has to date been 75% funded by the Office of the First Minister and Deputy First Minister (OFMDFM). It is therefore essential that any new Local Council Good Relations Strategy is cognisant of this Department's latest Good Relations Strategic Document - Together: Building a United Community (TBUAC) of which there are five themes:

- **Our Children and Young People** - to continue to improve attitudes amongst our young people and to build a community where they can play a full and active role in building Good Relations;
- **Our Shared Community** - to create a community where division does not restrict the life opportunities of individuals and where all areas are open and accessible to all;
- **Our Safe Community** - to create a community where everyone feels safe in moving around and where life choices are not inhibited by fears around safety;
- **Our Cultural Expression** - to create a community which promotes mutual respect and understanding, is strengthened by its diversity, and where cultural expression is celebrated and embraced; and
- **Supporting Programme Actions** - to develop support programmes, at both Council and community level, to increase and improve leadership, capacity, organisation and capital building skills in order to support Good Relations.

When developing the new programmes within the Strategic Action Plans, a priority was to ensure easy identification with one or more of the five themes within TBAUC.

Step 2: Issue Identification

In developing each of the programmes it was essential that it was clear from the outset which of the 'HARD' issues, identified during the audit and consultation as being triggers that could and would heighten tensions, would be targeted by the programme. This identification was essential to enable relevant monitoring and evaluation to establish if the programme achieved its objectives.

Step 3: Partnership Working

During the engagement stage of the commission, time and effort was allocated to identifying which organisations or constituent groups were the most relevant influencing agents within the area. In order to maximise the impact of each programme in the Strategic Action Plans it was important to identify key partners from within this identified group to work with on the development and implementation of the programme.

Step 4: Targeting of Participants

Throughout the audit and consultation the need to target programmes at a named constituent group was a recurring theme. The consensus was that failing to specify a clear and transparent target participant group resulted in the attraction of generic participants and in turn diluted the impact of the programme.

Step 5: Strategic Linkage

Throughout the audit and consultation process the need for Good Relations to be mainstreamed into the fabric of programmes which addressed shared needs was highlighted. In order to make that aspiration a reality, throughout the development of the new programmes we needed to establish how they complemented and provided additionality to existing local strategies and programmes.

9.1 Strategic Framework Conclusion

The implementation of the five step strategic framework ensured that each of the five programmes is relevant to the audit findings in respect of:

- Fit with OFMDFMs Together: Building a United Community;
- Tackling the 'HARD' issues;
- Identifying the relevant influencing partners;
- Working with non traditional Good Relations participants; and
- Complementing and providing additionality to existing local strategies and programmes.

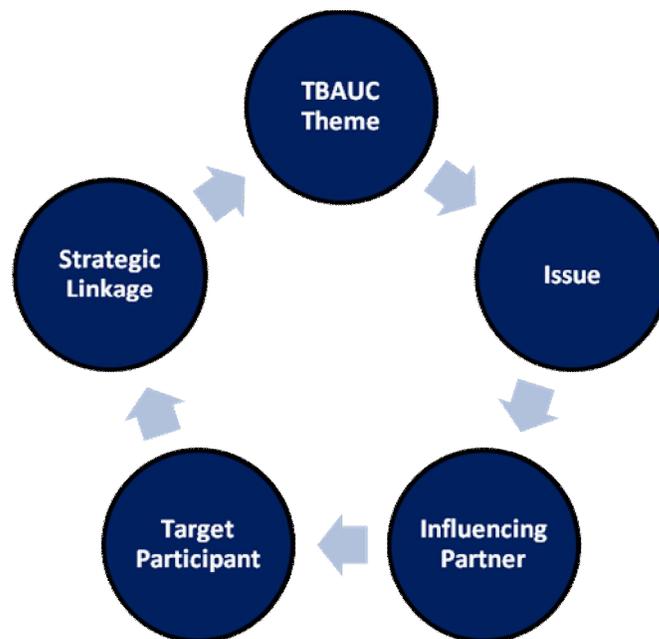


Fig 9.1 – The Strategic Framework for Programme Development

10. Strategic Recommendations

The strategic framework resulted in the development of five thematic programmes of work which could commence in 2014 in each of the existing four Council areas, taking into consideration existing interventions and local sensitivities. The recommendation is that the programmes would then continue through 2015, 2016, and 2017, building year on year the confidence, knowledge and skills of the participants to contribute to the development of a culture of respect, understanding and tolerance within the Causeway Coast and Glens area. The five thematic programmes developed are:

Programme 1: The Causeway Coast and Glens Promotion of Youth Good Relations Programme

This programme is designed to develop the Good Relations leadership capacity of pre-teens and young adults in the Causeway Coast and Glens Council area.

The programme encourages partnership working between relevant community and statutory stakeholders to identify, engage, encourage and develop young emerging leaders within the Causeway Coast and Glens Council area to develop their understanding of the issues, barriers and solutions to building greater tolerance and understanding between communities from different cultural, religious or political traditions.

Programme one will be operationalised through the delivery of the following four projects:

- Project 1: Youth Cohesion Project ;
- Project 2: Good Relations Youth Capacity Project;
- Project 3: Youth Civic Leadership Project; and
- Project 4: Youth Leadership Project.

Programme 2: The Causeway Coast and Glens Promotion of a Shared Communities Programme

This programme is designed to *good relations proof*, existing resources be they policies, partnerships or existing community facilities, and, to work with the local media and community and statutory stakeholders to proactively promote and support the ongoing small steps which are being undertaken within the area to move towards a shared society.

The programme encourages partnership working between relevant community and statutory stakeholders and the local media to identify and promote achievable, non contentious changes to the fabric of society to create the generosity of spirit that is required to develop new shared space through existing resource allocations. The programme aims to:

Engage with wider civic society to dispel existing myths and stereo types and promote the positive aspects of their culture or tradition; and

Re image and rebrand individual culture and tradition heritage celebrations as integral contributors to a strategic celebration of culture and tradition within the Council area.

This is a three year strategic programme designed to build on the preceding year's success in developing a positive expectation that the mainstreaming of Good Relations and the development of shared space within existing resource allocations is possible.

Programme two will be operationalised through the delivery of the following four projects:

- Project 1: Positive Media Project;
- Project 2: Policy Development Project;
- Project 3: Mediation and Dialogue Project; and
- Project 4: Incredible Years Good Relations Project.

Programme 3: The Causeway Coast and Glens promotion of positive Cultural Citizenship programme

This programme is designed to develop an understanding of the potential consequences, both for the individual and the wider community of engaging in unsafe, anti community, anti social behaviour.

The programme will encourage partnership working between relevant community and statutory stakeholders to identify, engage, support and develop the capacity of community influencers to promote and contribute to the development of safer communities to:

Develop a greater understanding of the trigger issues, which can increase barriers to developing safer communities;

Promote positive mentoring; and

Consider how the existing celebrations and commemorations of culture, tradition and heritage could be delivered in a safer environment for both participants and wider society.

This is a three year strategic programme designed to build on the preceding year's success in reducing the dangers to both participants and wider society associated with the existing celebrations and commemorations of culture, tradition and heritage.

Programme three will be operationalised through the delivery of the following four projects:

- Project 1: Hands off my Friend Project ;
- Project 2: Tension Monitoring Project;
- Project 3: Celebrating Diversity; and
- Project 4: Historical Diversity Project.

Programme 4: The Causeway Coast and Glens Celebration of Cultural diversity Programme

This programme is designed to develop respect and tolerance between and amongst traditionally single identity arts, cultural and sporting groups in the Causeway Coast and Glens Area and wider civic society.

The programme encourages partnership working between relevant community and statutory stakeholders to identify, engage, encourage and develop arts, cultural and sporting organisations within the Causeway Coast and Glens Area to:

Develop the understanding of the issues, barriers and solutions to building greater tolerance and understanding between communities from different cultural, religious or political traditions;

Engage with wider civic society to dispel existing myths and stereo types and promote the positive aspects of the culture and tradition of the participating groups; and

Re image and rebrand the individual culture and tradition heritage celebrations as integral contributors to a strategic celebration of culture and tradition within the Causeway Coast and Glens area.

This is a three year strategic programme designed to build on the preceding year's success in developing a positive, respectful, inclusive and tolerant perspective towards all the cultural traditions that exist within the Causeway Coast and Glens area.

Programme four will be operationalised through the delivery of the following three projects:

- Project 1: Cultural Capacity Project ;
- Project 2: Cultural Showcase Project; and
- Project 3: Celebrating Sporting Difference Project

Programme 5: The Causeway Coast and Glens Promotion of Progressive Positive Dialogue and Action Learning Programme

This programme is designed to develop practical solutions to hard Good Relations issues through the creation of safe spaces for difficult conversations to be undertaken and the provision of developmental support and encouragement to organisations willing to engage in new activities which increase their awareness, understanding and tolerance of other cultures and traditions within the Causeway Coast and Glens area. The programme encourages relevant Stakeholders to work together to show civic leadership in respect of the sensitive issues that will arise in April 2015 following the amalgamation of the four existing Councils. It aims to:

Develop a greater understanding of the other perspective in respect of flags, parades and the past;

Promote positive community and civic leadership;

Develop practical workable solutions to hard Good Relations issues; and

Support positive dialogue which will result in greater understanding, respect and tolerance of celebrations and commemorations of culture, tradition and heritage within the Causeway Coast and Glens area.

This is a three year strategic programme designed to build on the preceding year's success in developing support to increase and improve leadership, capacity and organisational and capital building skills, in order to support Good Relations in the Causeway Coast and Glens area.

Programme five will be operationalised through the delivery of the following four projects:

- Project 1: Positive Political Dialogue Project ;
- Project 2: Positive Community and Statutory Dialogue Project;
- Project 3 :Monitoring and Evaluation; and
- Project 4: Action Learning projects (grants)

10.1 Outcomes/Impact

The five programmes each work with different constituent groups in different ways to work on different issues but with only one strategic aim; to develop the overall Good Relations capacity of the Causeway Coast and Glens area. The result of the work will be:

- Increased Partnership working in the Causeway Coast and Glens Council area;
- Better understanding of identity and improved attitudes towards others in the Causeway Coast and Glens Council area;
- Increased connectivity between neighbourhoods, towns and villages in the Causeway Coast and Glens Council area;
- Early Identification of local solutions for emerging Good Relations issues in the Causeway Coast and Glens Council area; and
- Increased Good Relations capacity in the Causeway Coast and Glens Council area.

10.2 Compatibility with Existing Models of Best Practice

It should be noted that the Strategic Framework is compatible with existing models of best practice already operating in the four Councils. Where applicable these existing projects could and should be integrated into the new Strategic Framework. Examples of how this could be possible are detailed in the fig 10.2.1 below.

New strategic programme	Existing compatible projects
Programme 1: The Causeway Coast and Glens Promotion of Youth Good Relations Programme	The Y Hide Programme currently operating in Limavady Borough Council
Programme 2: The Causeway Coast and Glens Promotion of a Shared Communities Programme:	The Garvagh Banners Programme undertaken in Coleraine.
Programme 3: The Causeway Coast and Glens Promotion of Positive Cultural Citizenship Programme	The Better Bonfires Programme undertaken in both Coleraine and Limavady.
Programme 4: The Causeway Coast and Glens Celebration of Cultural Diversity Programme	The Celebration of Culture undertaken by the churches forum in Moyle
Programme 5: The Causeway Coast and Glens Promotion of Progressive Positive Dialogue and Action Learning Programme:	The Strategic Player forum currently operating in Coleraine or The Rasharkin Good Relations forum currently operating in Ballymoney,

Fig 10.2.1 – Integration of existing projects into the new strategic framework

10.3 Programme Delivery

In order to develop the existing strategic collaborative approach adopted by the four Councils into an operational relationship, all of the programmes have the same strategic framework and could be tendered as single programmes in preparation for 2015 if this was considered appropriate. This model allows the four Councils to choose a range of delivery methods for project implementation. These include:

- A three part programme in each Council area;
- An interdependent three part programme in all of the four Council areas;
- Three independent programmes that run under the one strategic heading but for all intensive purposes are separate programmes; and
- A mixed delivery approach e.g. with the first and second projects running independently but all four Councils are running the third project as an interdependent larger scale project.

It is recommended that every programme has a Strategic Planning Group made up of relevant programme influencing partners who will provide connectivity between funders, relevant forums/networks, partnerships and relevant statutory agencies. This may be undertaken in one of two ways:

- An existing partnership which will have knowledge of the programme given its strategic relevance to their own work (NRP , PSCSP); or
- A new partnership which forms an integral part of the programme by developing new relationships between relevant stakeholders and developing connectivity between different areas.

The first model would be used to avoid duplication or displacement which might otherwise take place.

11. Action Plans

The work undertaken through the audit and the development of the strategic framework only becomes relevant when it is delivered on the ground. This will be achieved by the development and implementation of an Action Plan.

The Action Plan will be designed to provide the detail in respect of:

- **The Audit Issues** - This section identifies what issues are being addressed through the programme and why they have been identified;
- **The Objectives** - This section outlines what the aims of the proposed intervention are;
- **The Actions** - This section explains the delivery schedule; how the programme will be delivered;
- **The Good Relations Outcomes** - This section details what will change as a result of the intervention;

- **The Budget** - This section provides the cost of the intervention; and
- **Partners** - This section indicates who the influencing partners involved in the delivery and monitoring of the programme will be.

The Action Plan will provide details of all the programmes and the projects which make up the strategic framework. All of the programmes will be based on the delivery of a three year strategy, therefore it is anticipated that the SMART Output/Actions and the budget for each will be reviewed on an annual basis to take in to account the previous year's monitoring and evaluation of the programme and therefore may be subject to change.

12. Conclusions and Recommendation

In conclusion, the findings of the audit and consultation have established that the new Council model provides an opportunity for the civic and community leaders of the existing four Councils of Ballymoney, Coleraine, Limavady and Moyle to promote the new Causeway Coast and Glens area as a model of best practice in developing respect, understanding and tolerance of the cultural, historical and traditional diversity of the residents who will come together in 2015 to form the new Causeway Coast and Glens Council area.

12.1: Recommendations

The following are the recommendations of BJM Chartered Accountants for future Good Relations work in the Causeway Coast and Glens area. These recommendations are not listed in any order of priority:

- The collaborative approach adopted by the Councils of Ballymoney, Coleraine, Limavady and Moyle to the development of Good Relations Strategies and Action Plans is extended to include the procurement, implementation and management of the recommended programmes in the Causeway Coast and Glens area
- Immediate design, development and implementation of an agreed Grants/Action Learning Policy and associated documentation to ensure synergy across the four Councils during 2014/15 to promote a smooth transition into the new Council model is progressed. This should also include a standardisation and increase in the existing amounts paid in grants to respond to the consultation feedback that existing amounts in Ballymoney and Moyle made it difficult for groups on the ground to engage in effective Good Relations work
- Robust monitoring and evaluation should be built into all programmes to establish the effectiveness of each of the proposed programmes. The strategic framework model allows for a flexibility of approach
- Existing Good Relations networks/advisory groups/partnerships should meet on a Causeway Coast and Glens basis quarterly, in advance of RPA, to strengthen links with and between all four Council areas in order to prepare for the upcoming transition specifically in respect of Good Relations

- Good Relations should become an integral part of all aspects of the work of the four Councils with particular consideration being given to the opportunity that the necessary development of new Council policies, required to facilitate RPA, presents
- The funding committed to Good Relations by both OFMDFM and the four Councils should be protected to take account of the issues specific to the new Causeway Coast and Glens Council model
- Formal structured engagement should be undertaken by all funding streams managed and administered within the Council model to avoid displacement or duplication and promote partnership working to ensure additionality and complementarities between Strategies and Plans for which the Council has responsibility
- Continue to work in partnership with groups and other statutory agencies on Good Relations initiatives. This will help to further develop relationships with community groups and statutory agencies in the Causeway Coast and Glens area.
- The four Councils should prioritise the promotion of their commitment to supporting and delivering the programmes which explore the 'hard issues'
- The four Councils, whilst still supporting single identity work where needed and required, should prioritise and promote shared programmes designed to address communal needs and provide increased value for money in the current public sector restricted spending environment
- **The four Councils should adopt a positive proactive approach to the promotion of the diversity of culture and traditions which will be apparent within the new Council Model.**

